CMAA

THE DIGITAL JOBSITE REPORT

Technology Adoption, AI, and Digital Maturity in Construction Management

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Introduction

EXECUTIVE SUMMARY

Construction management is entering a new phase of digital maturity. The industry isn't asking whether to adopt technology, but how to do so effectively under real-world constraints.

The central pattern across the Construction Management Association of America's (CMAA) recent survey is consistent: technology adoption in construction is not limited by interest or access, but by the need to manage risk, responsibility, and project constraints.

As construction managers navigate these shifts, this report will help you define best practices, manage risk, and connect technology adoption to measurable project outcomes.

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CMAA Staff

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- Nick Soto, CAE

CMs Are Moving Forward, But on Their Own

A clear majority of respondents identify as early technology adopters or earlier, signaling that **construction managers increasingly see themselves as participants in innovation rather than observers**.

That forward motion must be balanced against pressure to adopt tools simply because they are new. As **Jarvis Alridge, CCM, STV**, cautioned:

> "Organizations feel pressure to adopt new technologies just because we can all see the sheer pace at which construction technology is evolving. Many may feel that fear of missing out (FOMO) is setting in, and think that if they aren't using the newest thing, they'll be left behind. I regularly challenge organizations to resist that feeling and instead be strategic and methodical in their approach to adoption of new technology."

At the same time, the largest segment of respondents still falls within the late majority of tech adopters, underscoring a deliberate and pragmatic mindset.

What this means for CMs: CMs are not lagging adopters; they adopt selectively based on proven value. Success will depend less on speed of adoption and more on disciplined decision-making.



Investment Is Strong, but the Business Model Is Still Evolving

Technology investment remains stable or increasing for most firms, indicating that digital capabilities are now a baseline expectation rather than a discretionary expense. However, cost recovery remains inconsistent, **with many firms reporting that clients do not reimburse technology costs**.

Firms appear increasingly willing to treat technology as a necessary operating investment, even when reimbursement models remain uneven. As **Jarvis** explained:

> "Technology costs have been easier to justify, for some of the same reasons why they've been easier to adopt. FOMO is a strong driver, and most software/hardware vendors have a better understanding of how to show ROI and value propositions to organizations/firms in our industry. Once you get over the 'how can this benefit us' hump, the road to justification is much smoother now than, say, 5 to 10 years ago."

What this means for CMs: Technology is transitioning from a competitive differentiator to a cost of doing business. CMs will need stronger strategies to link digital investments to measurable project outcomes and to communicate that value to clients.

AI Is Everywhere, but Not Yet Transformational

Generative AI use is widespread, yet relatively few respondents say it has reshaped core CM/PM functions. Current use is concentrated on support tasks such as drafting, summarization, reporting, and document review, rather than on high-stakes decision-making.

The reason is structural: the core of construction management is not simply producing documents or processing information. It is applying experience, judgment, and accountability to complex project conditions. AI improves how work is prepared and communicated, but it does not replace how decisions are made. As **Jarvis** noted:

> "Our industry is unique in that AI will likely never be able to replace an experienced, certified construction manager's discernment."

At the same time, adoption is constrained by governance and risk concerns. As **Artem Khaykin, CCM, Jacobs**, observed:

> "The everyday CM teams may not yet be empowered to take risks with AI. Large-scale construction projects/programs typically implement proven technology suites with limited room for risk-taking. More CMs and technology suites may need to implement similar functionality to develop a recognizable user experience to evolve and grow."

What this means for CMs: AI is expanding across core workflows, but decision-making responsibility will remain with the CM. The near-term opportunity is to improve how work is prepared and communicated, not to replace how it is decided.

The Real Challenge Has Shifted from Adoption to Implementation

The survey indicates that the industry's primary challenge is no longer access to technology, but execution. Issues such as poor integration, unclear ROI, and insufficient user engagement continue to limit outcomes.

As **Brian Tracy, PE, CCM, Ausonio**, emphasized:

> "Technology selection often fails when teams skip the fundamentals: defining ROI, understanding lifecycle costs and benefits, engaging end users early, and identifying conflicts that could affect implementation support. Proprietary tools can be valuable, but they are best suited for organizations that understand the risk, have the resources to support them, and are prepared to manage the product throughout its lifecycle."

What this means for CMs: The difference between success and failure is execution. Firms that define ROI, involve users early, and plan for long-term support are more likely to realize value from new tools.



Success Is Defined by Quality, Not Just Efficiency

Survey results show that the most important measure of technology success is improved project quality—not just time or cost savings.

Digital tools are valued primarily for their impact on project outcomes and decision-making, not just for administrative efficiency.

What this means for CMs: The strongest business case for technology in construction management is its ability to improve delivery performance, including accuracy, coordination, and risk reduction.

Bottom Line for Construction Managers

The profession is steadily advancing in digital maturity, with a clear emphasis on practicality and risk management.

Construction managers are not just adopting technology; they are defining how it is used in practice. **The firms that succeed will not be those that adopt the most tools, but those that apply them with the most discipline**. The profession's influence lies in translating digital potential into reliable, real-world project outcomes.

Download Companion Materials

CMAA Tech Check: Evaluating Construction Technology for Real Project Delivery

AI Use and Governance Policy for Construction Management Firms

SURVEY BACKGROUND & METHODOLOGY

Purpose of Survey

This report presents findings from a CMAA-sponsored study on digital maturity in the construction management profession. The findings offer a practical benchmark for firms seeking to understand where they stand and what may define successful digital adoption in the years ahead.

Survey Method

CMAA surveyed construction managers to understand how technology is shaping professional practice in 2026, with emphasis on adoption trends, investment patterns, AI use, and implementation challenges. The online survey, developed jointly by CMAA and Readex Research, was fielded from November 2025 through January 2026 and received 129 completed responses. Results were tabulated by Readex using standard survey research practices. Due to rounding, percentages for single-response questions may not total 100 percent.

As with any survey-based research, results should be interpreted with consideration for potential non-response bias. It is unknown how those who responded to the survey may differ from those who did not. In general, the higher the response rate, the lower the probability of non-response bias and, thus, the more stable the results.

Results should be interpreted as a directional benchmark of member perspectives and organizational practices rather than a statistically representative census of the construction management profession.

About CMAA's Survey Partner

Readex is an independent survey research firm founded in 1947 that specializes in online, mail, and interview-based research. CMAA partnered with Readex on survey design, data collection, tabulation, and reporting.

Key Findings

Construction management is expanding its use of digital tools while remaining selective about where they deliver value. Technology investment is holding steady or rising for most respondents, AI use is widespread but not yet deeply embedded in core CM and PM functions, and governance challenges continue to limit adoption at scale. At the same time, respondents view technology as a valuable tool for improving project quality and addressing workforce and skills constraints.

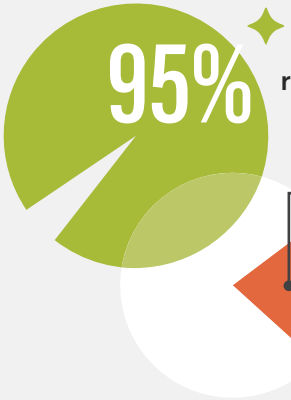
The statistics that follow illustrate both the momentum behind technology adoption and the practical constraints that continue to shape implementation decisions.

By the Numbers: Momentum and Limits



62%

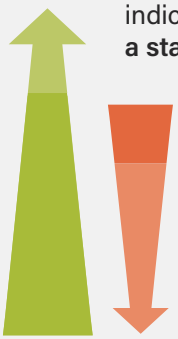
IDENTIFY AS **innovators, early adopters, or early majority users of technology**, suggesting that many surveyed construction managers see themselves as active participants in digital adoption.



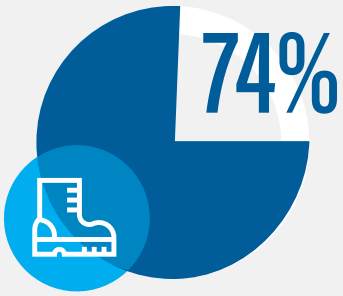
95% **report** some level of generative AI use, **yet**

only 22% say AI has reshaped core CM/PM functions at their organization.

86% **report** that technology investment has either increased or remained consistent, indicating that **digital spending remains a stable priority**.



31% **say clients do not reimburse technology costs** used on projects, pointing to **a persistent barrier** to broader implementation.



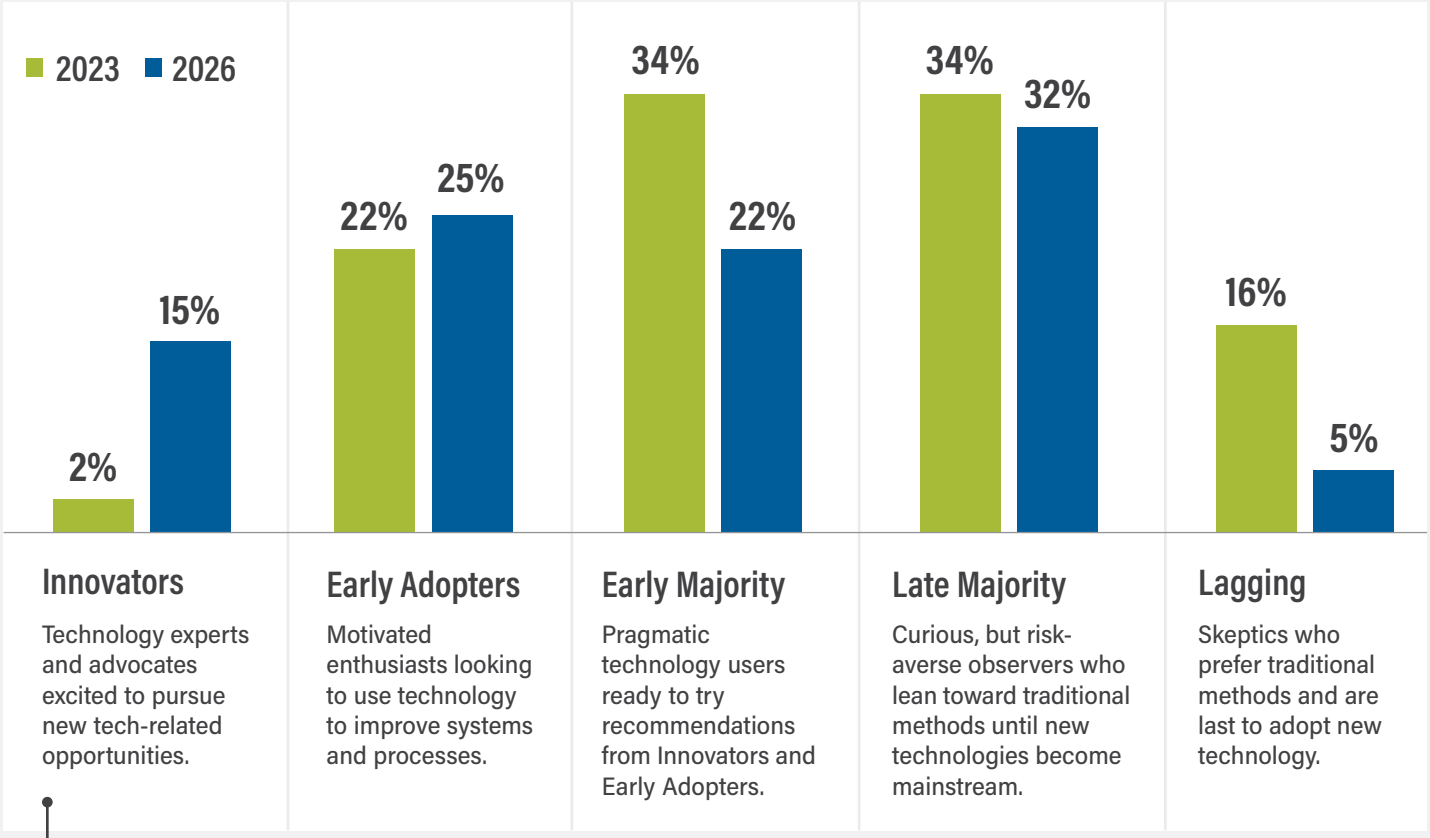
74% believe emerging technologies can help **mitigate workforce or skills shortages.**

Moving Up the Adoption Curve: A Profession Advancing with Caution

The construction industry is sometimes described as slow to adopt new technology, but CMAA's 2026 survey results suggest a more complex reality for construction managers. The survey results suggest that construction managers are steadily moving into more advanced stages of technology adoption, but with continued caution. Technology is increasingly part of project delivery, though adoption remains selective and grounded in proven value.

At the same time, the largest share of respondents still identifies with the late majority. Many teams adopt tools only after they have been tested, as the cost of failure in construction is high.

Where Respondents Place Themselves on Technology Adoption, 2023 vs. 2026



+12.5 points

Compared with 2023, first-time users skew earlier: Innovators grew from 2.5% to 15%, while Laggards fell from 16% to 5%

Source: *CMAA Technology Management Guidelines, 2023*

Fewer firms now identify as lagging adopters, and more are moving into phases defined by experimentation and structured implementation. **The industry is not becoming less cautious. It is becoming more confident in its approach to technology.**

How can CMs decide when to adopt new tech?

Adoption decisions will increasingly hinge on proof. Tools that demonstrate clear value in real project conditions will scale quickly, while others will stall regardless of hype. Firms that succeed will balance momentum with discipline while keeping usability and practical value in focus.

START HERE

- **For CMs:** Define the project problem a tool must solve, set success metrics, and test it on a limited scope before scaling.
- **For Owners:** Require clear evidence of value before approving new tools, and align expectations for performance, usability, and project impact.

For a more structured evaluation process, use *CMAA Tech Check: Evaluating Construction Technology for Real Project Delivery* to assess practical value, implementation readiness, cost responsibility, data requirements, and project risk before adopting or scaling a new tool.

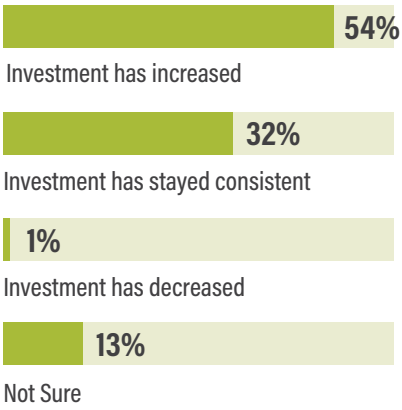
Investment is Stable and Increasing

Technology investment remains steady or rising for most firms, signaling a clear shift in how digital tools are viewed. They are no longer experimental or optional. They are becoming embedded in the cost of delivering construction management services.

Firms often absorb some technology costs, especially for tools that improve internal efficiency or are not required by owners. A significant share of respondents report that clients do not directly reimburse technology costs, while others rely on a mix of contract requirements, embedded fees, or project-specific arrangements.

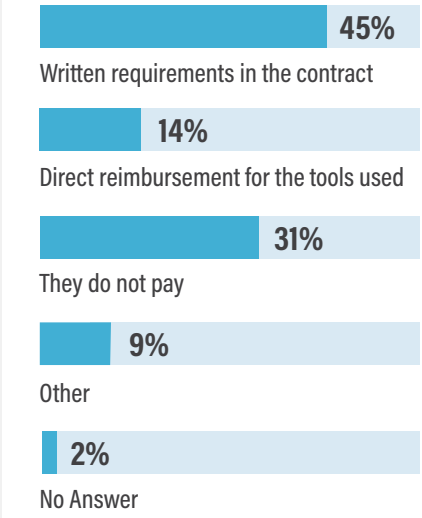
In the last three (3) years, how has your organization's investment in technology changed?





In general, how do **your clients** pay for technology used on their projects?





As one respondent described:

> "In the construction industry, we're seeing a mixed model emerging:
>
> - Technology costs are increasingly embedded in CM fees rather than billed separately
> - Larger institutional owners often mandate specific platforms and absorb those costs directly
> - On some projects, technology costs are treated as reimbursable expenses with owner approval."

Who pays for technology?

Technology has become part of the baseline cost of doing business. The challenge is no longer just deciding where to invest, but how those investments are funded, recovered, and justified within project delivery. Firms will need to more clearly connect technology to project outcomes.

At the same time, the mixed cost-recovery model suggests that CMs are operating in a transitional period. As owners become more familiar with digital delivery, expectations—and reimbursement structures—may become more standardized. Until then, firms will need flexible strategies that account for both reimbursable and non-reimbursable technology investments.

This same tension between adoption and constraint is even more visible in the use of AI.

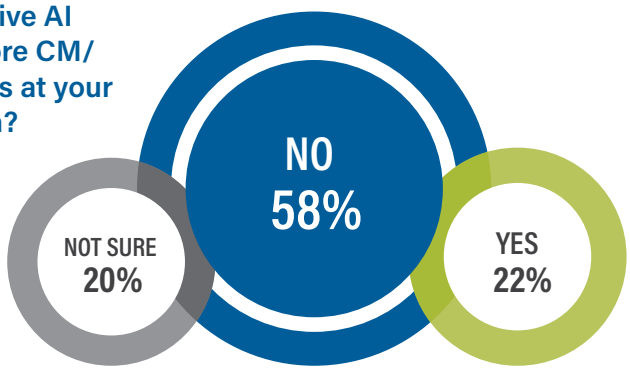
START HERE

- **For CMs:** Categorize each technology cost as owner-required, reimbursable, or internal, and link each to a clear project benefit.
- **For Owners:** Clarify how technology will be funded in contracts and evaluate investments based on their impact on project outcomes.

AI is Everywhere, but Not Yet Reshaping Core CM Functions

The survey results point to a clear disconnect: generative AI is nearly universally used, yet only 22 percent of respondents say it has reshaped core CM and PM functions at their organizations.

Has generative AI reshaped core CM/ PM functions at your organization?



AI's current impact is concentrated in structured, support-oriented work. Rather than changing the core responsibilities of construction managers, AI is most often used to support the tasks that surround them.

The following survey findings help explain why AI is widely used across the industry, while its influence remains concentrated outside the core functions of construction management.

1. AI Is Being Applied Where Work Is Structured and Repeatable

The strongest current use cases for AI align with tasks that are language-based, repeatable, and low-risk, particularly documentation, communication, and reporting.

As one respondent described:

> "We let it learn our individual writing styles and then generate initial letters, emails, and reports, acting like a very good administrative assistant. We allow uploading documents to our in-house AI, which then uses them to improve our best-practice documents."
> *– Survey Respondent*

This type of application enhances productivity without fundamentally changing how decisions are made or who is responsible for them.

2. Core CM Work Is Judgment-Driven and Difficult to Automate

Construction management depends on real-time judgment under uncertain conditions.

Even where AI can support aspects of analysis or communication, it does not yet replicate the experiential judgment required to interpret incomplete information, navigate ambiguity, and make risk-based decisions.

3. AI is Adding Value in Visibility and Communication, Not Control

Some of the most meaningful early impacts of AI are occurring at the leadership and reporting levels, where clarity and information synthesis are critical.

> "From a leadership and governance perspective, AI has enabled clearer executive reporting by converting complex project data into concise, decision-ready insights. This has improved transparency with owners and internal leadership, especially across large portfolios with multiple concurrent projects." – *Survey Respondent*

AI is improving how information is communicated and understood, but not yet how projects are controlled or decisions are executed. The constraint is not technical capability, but accountability. Someone still needs to stand behind each decision.

This is where industry guidance becomes essential. CMAA's *AI Policy Guide* provides a framework for responsible AI use, including governance, validation, documentation, and accountability standards that align with project and contractual requirements.

4. Trust and Data Readiness Limit Deeper AI Use

Construction projects operate in a high-stakes environment where documentation must be defensible, decisions must be traceable, and outcomes must withstand scrutiny from owners, regulators, and legal stakeholders. For AI to move deeper into core CM responsibilities, firms need both reliable outputs and high-quality project data.

> "Generative AI improves efficiency, enabling reproducible documentation and strengthening compliance oversight. In my practice, I apply an ethics-first methodology to ensure transparency and reproducibility, while continuing to develop new approaches for future peer review."
> – *Survey Respondent*

Without consistent outputs and stronger data environments, AI will remain more useful for supporting work than directing core project functions.

What Does This Mean for Construction Managers?

AI is widespread because it delivers value in structured, low-risk tasks. It has not reshaped core CM functions because those functions rely on judgment, accountability, and reliable project data.

For construction managers, this moment represents a transition from experimentation to intentional application:

- Continue leveraging AI to reduce administrative burden and improve communication
- Improve project data quality and accessibility to enable more advanced, project-level use cases
- Establish governance frameworks that ensure transparency, accuracy, and defensibility
- Focus on augmentation—using AI to enhance professional judgment rather than replace it

In this context, AI's current role is not to redefine construction management, but to strengthen the systems, processes, and insights that support it.

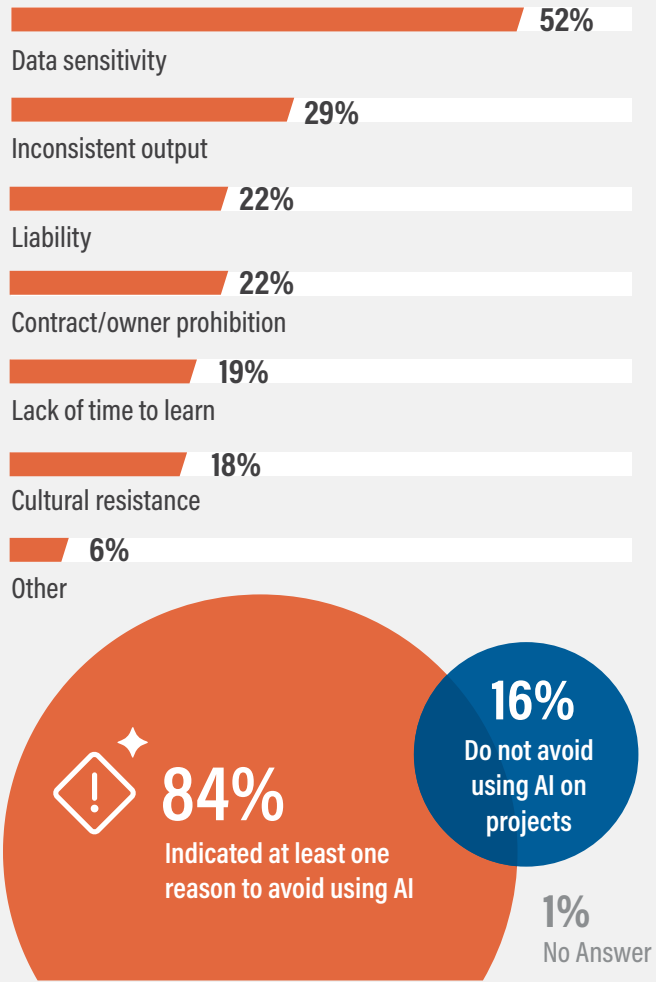
START HERE

- **For CMs:** Begin with low-risk AI uses such as drafting and summarizing, and require human review before outputs inform project decisions.
- **For Owners:** Define acceptable AI use in contracts, including data boundaries, documentation standards, and accountability for outputs.

AI Barriers and Risk: Why Adoption Stalls at the Project Level

While the use of generative AI is widespread, its application to active projects remains constrained. A large majority of respondents report at least one reason they avoid using AI at work, with data sensitivity emerging as the dominant concern. At the same time, fewer people report personal ethical concerns about AI.

What are your most common reasons for avoiding use of AI on a project?



Data sensitivity is a project delivery issue, not just an IT issue

For construction managers, data sensitivity extends beyond cybersecurity. Project data is often owned by the client and governed by contracts, confidentiality requirements, or public-sector rules.

The issue is not just whether an AI tool is secure, but whether its use is permitted under project agreements. Even well-designed platforms may conflict with owner expectations or contractual obligations.

Reliability concerns carry contractual consequences

Inconsistent output is a significant concern because CM documentation often becomes part of the formal project record. Reports, correspondence, and logs may later be used in claims or dispute resolution.

An AI-generated error affects more than the content itself. It creates accountability concerns. This helps explain why many firms use AI to draft or organize content while still requiring human validation before anything is finalized.

Liability remains unresolved

Liability concerns raise the question: who is accountable when AI-assisted work results in an error?

At present, responsibility still rests with the CM. That reality limits how deeply AI is integrated into decisions involving cost, schedule, safety, or risk. Until contracts and professional standards evolve, firms are likely to keep AI in a supporting role for higher-stakes work.

Owner and contract restrictions create uneven adoption

AI use is often dictated at the project level. Even when firms are ready to adopt it, owners may restrict its use due to data governance policies or risk concerns.

This results in uneven adoption, with AI used internally or on some projects but not others. CM firms must therefore balance enterprise-level capabilities with project-specific constraints.

Adoption competes with project realities

Time constraints and cultural resistance reflect the pace of active projects. Teams are focused on delivery, and new tools must demonstrate immediate value to gain traction.

Adoption is more likely when AI reduces friction in existing workflows, rather than requiring significant process changes.

The real barrier is confidence in controlled use

The limiting factor to expanded AI use is not capability. It's whether AI can operate within project, contractual, and liability constraints. Progress will depend on developing guardrails around data use, validation, and documentation.

The survey results suggest that these concerns are present, but not uniformly held across the industry. While some respondents see ethical risk as a barrier to AI adoption, others appear more focused on practical controls, oversight, and responsible implementation.

Do you, personally, have ethical concerns regarding the use of artificial intelligence (AI) in construction?



What is holding AI back on projects?

AI adoption will expand only where it can operate within project, contractual, and liability constraints. Until those conditions are clearly defined, use will remain controlled.

Near-term adoption will expand in controlled ways, starting with lower-risk applications such as drafting, document organization, and internal workflows. As governance improves, AI can move closer to project-level use.

The firms that succeed will not be those that adopt AI most aggressively, but those that define its appropriate use—and ensure that human judgment remains accountable throughout.

START HERE

- **For CMs:** Establish project-level rules for AI use, including approved applications, data restrictions, and required validation before use.
- **For Owners:** Set clear project-level policies on AI use, including data ownership, permitted tools, and documentation requirements.

CMAA's AI Policy Guide offers a practical reference for developing these rules and aligning AI use with project accountability..

Innovation in Practice: Implementation Lessons

Most technology failures are not caused by the tool itself, but by gaps in planning, alignment, and follow-through.

While many firms are advancing their use of technology, implementation does not always succeed on the first attempt. Among respondents, 18 percent reported at least one unsuccessful implementation, with many attributing failures to insufficient due diligence during technology selection.

Successful adoption depends not just on selecting the right tool, but on defining ROI, understanding full life-cycle costs, engaging end users, and ensuring internal support is in place.

CMAA's *Technology Implementation Checklist* reinforces this approach by helping teams evaluate readiness, define value, account for life-cycle costs, and align implementation with project delivery needs.

Build Versus Buy

Some firms have turned to proprietary software, owned and controlled by the organization, to fill gaps in their technology stack. According to the survey, 29 percent of respondents use internally developed software to solve construction-related issues.

Respondents reported using proprietary software for:

- Automation
- Data integration
- Contract management
- Cost control
- Enhanced communication
- Hydrology
- Project documentation
- Quality management
- Project Management Information System

However, developing proprietary tools also introduces long-term responsibilities for maintenance, updates, and internal support.



> One persistent technological pain point is the lack of real-time integration across multiple project systems, scheduling, cost, procurement, and jobsite execution. The ideal technology would unify project data in real time, automatically highlight deviations from schedule or cost, and provide actionable recommendations directly to the PM or superintendent. – *Survey Respondent*

Closing the Skills Gap Through Digital Innovation

The skills gap is not only a labor issue. It is also a productivity issue.

According to survey results, 74 percent of respondents believe that emerging technologies can help mitigate workforce or skill shortages.

> Technology can help bridge skill and labor gaps in construction by enhancing training and upskilling, automating repetitive tasks, improving project oversight through digital tools, and attracting younger talent with modern platforms.
> – *Survey Respondent*

Construction managers were also asked how technology could solve some of their pain points in current projects.

> We could use estimating tools that capture real-time costs in the market areas of the country. Historical cost libraries remain inconsistent predictors, even with added escalation.
> – Survey Respondent

Why do some implementations fail?

Implementation success depends less on the technology itself and more on how well firms plan, resource, and support it over time. Firms that invest in implementation discipline are more likely to realize consistent value from their technology investments.

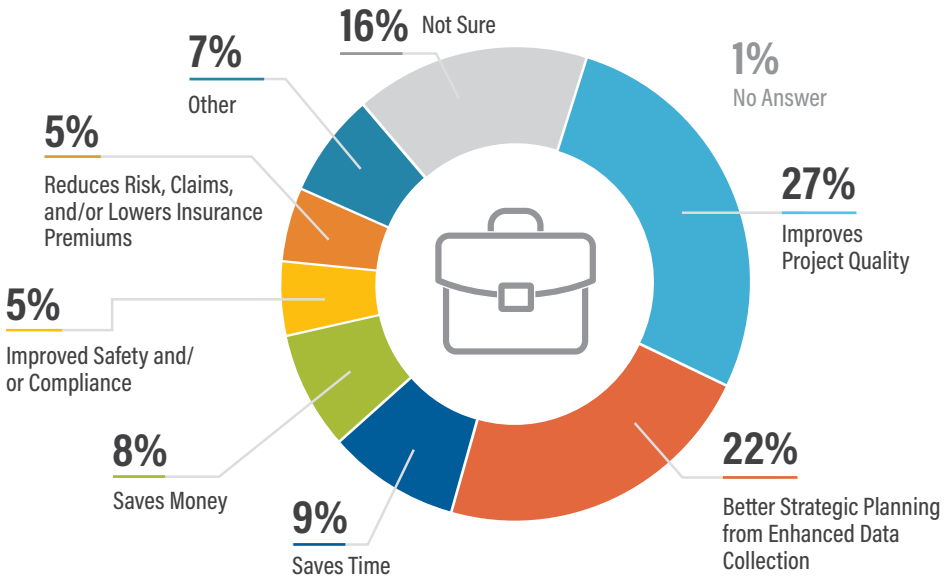
START HERE

- **For CMs:** Pilot new tools on a single project, define success metrics, and involve end users early before scaling across the organization.
- **For Owners:** Evaluate how technology will be implemented, not just selected, and require clear plans for adoption, training, and ongoing support.

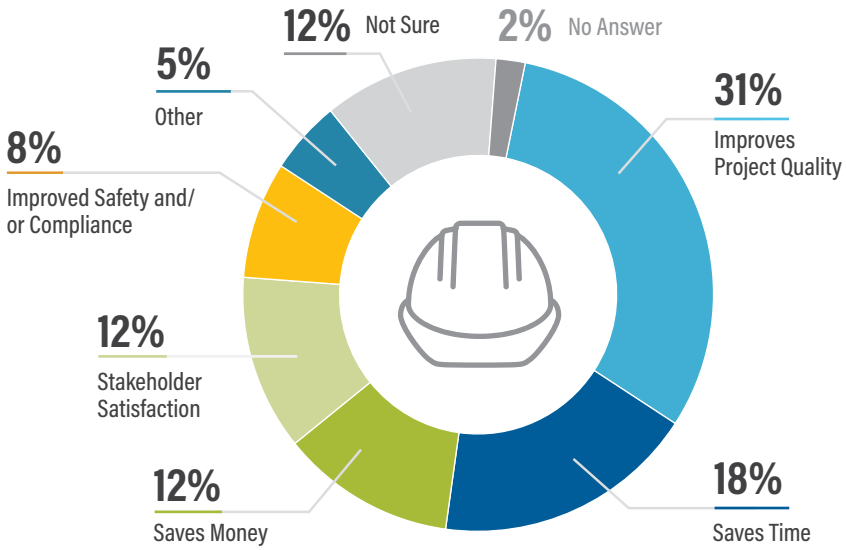
Top Measure of Success: Project Quality

Across both CM firms and their clients, the leading measure of technology success is improved project quality. While stakeholders also value time savings, cost savings, planning, and compliance, the data suggests that technology is ultimately judged by how well it improves project delivery.

How do ***your clients*** measure the success of construction technology used in a project or program? Please select the ***most important*** metric.



How does ***your organization*** measure the success of construction technology implementation? Please select the ***most important*** metric.



Quality reflects decision-making, not just output

For construction managers, "quality" extends beyond the finished product. It reflects the cumulative effect of accurate information, stronger coordination, clearer communication, and fewer rework cycles.

The results show that both CM organizations and their clients prioritize quality, suggesting a shared expectation: technology should improve how projects are delivered, not just how they are administered.

Efficiency matters, but it is not enough

Time and cost savings remain important, but they rank below quality for both clients and CM organizations. Efficiency gains alone do not define success.

A tool that saves time but creates confusion, unreliable data, or coordination problems will not be viewed as successful. In construction management, efficiency only matters when it supports better delivery.

Client and CM alignment is significant

The alignment between clients and CM organizations is notable. Both groups identify improved project quality as the leading measure of success.

When owners and CMs evaluate success through similar outcomes, it becomes easier to select tools, define value, and measure results.

Reliability matters more than novelty

The emphasis on quality also explains why accuracy, reliability, and clear information matter more than adopting the newest tools.

If technology is expected to improve project outcomes, fragmented systems or inconsistent data can undermine its value. Adding more tools is not the same as improving performance.

What makes technology worth the investment? For construction managers, the strongest case for technology investment is improved delivery performance—not efficiency alone.

Firms should prioritize tools that improve coordination and decision-making.

As digital adoption continues, the firms that gain the most value will be those that use technology as a core part of their approach to delivering higher-quality projects.

START HERE

- **For CMs:** Define success in terms of reduced rework, improved coordination, and better decisions, and track those outcomes throughout the project.
- **For Owners:** Align success metrics with project quality outcomes and evaluate technology based on its ability to improve delivery, not just efficiency.

Future Focus: Evolution Over Disruption

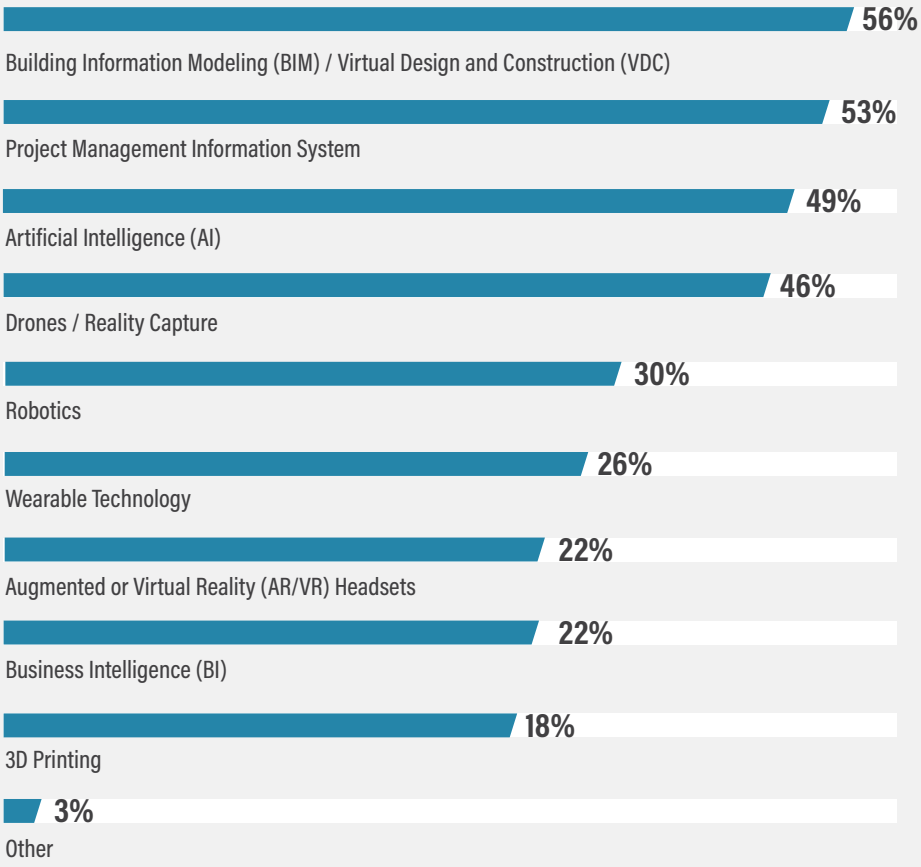
Construction managers do not expect a wholesale transformation of project delivery driven by entirely new technologies. Instead, the survey points to a future shaped by the continued evolution of tools that are already central to the profession.

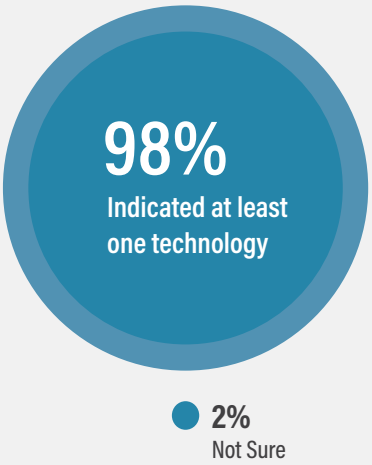
BIM/VDC, PMIS platforms, AI, and drones/reality capture are expected to remain foundational over the next two decades. They are systems that many CMs already use or understand. Their continued prominence suggests that the future of construction management will be defined by stronger data flow, better coordination, and more effective technology application.

By contrast, technologies often associated with disruption, such as 3D printing or certain autonomous systems, are viewed as less likely to define the industry's core operating model. CMs prioritize tools that align with project delivery realities over those that require fundamental changes to workflows.



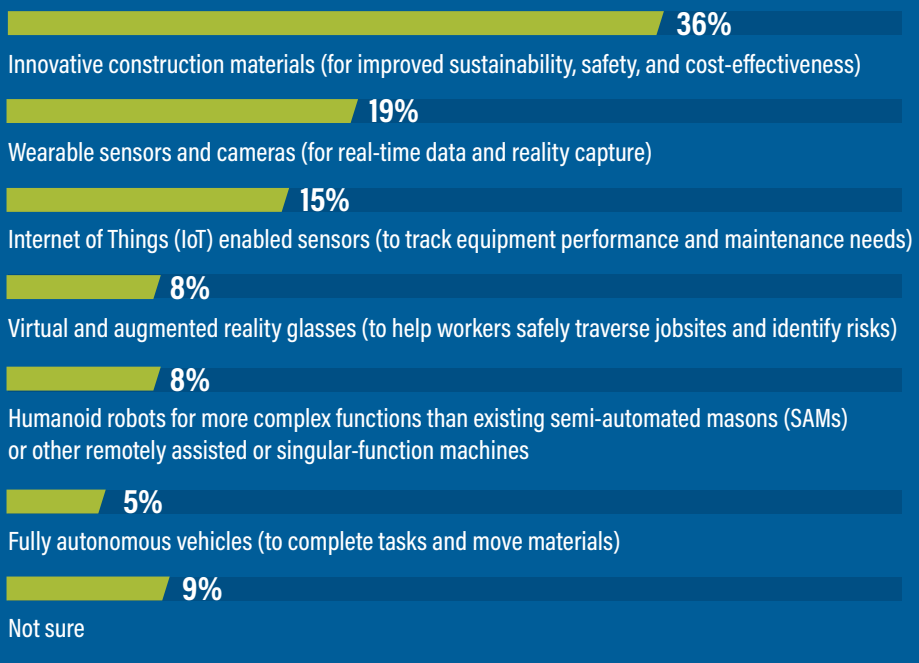
In your opinion, which of the following construction technologies will be most common in the industry ***20 years*** from now?





Respondents were also asked which of the following innovations they expect to have the greatest impact over the next 5 to 10 years. As seen throughout the survey, robotics is not top of mind for CMs, with only 8 percent of respondents expressing optimism about humanoid robots on the jobsite. More respondents (36 percent) expect innovative construction materials to have the greatest impact over the next 5 to 10 years.

In your opinion, which of the following technologies will have the most significant impact in your field over the ***next 5 to 10 years***?



The near-term focus is practical

When asked to look 5 to 10 years ahead, respondents again point toward applied innovation rather than speculative automation.

Innovative construction materials rank highest in expected impact, followed by wearable sensors, IoT-enabled systems, and reality capture tools. These technologies improve safety, data collection, jobsite awareness, and decision-making without replacing the construction manager's core role.

In contrast, humanoid robots and fully autonomous vehicles receive relatively low levels of confidence. Automation is not viewed as the main driver of near-term change.

The throughline is practical value, not novelty

Across both time horizons, the technologies expected to have the greatest impact are those that can integrate into existing project environments and improve how information is captured, shared, and acted upon.

The industry's challenge is not identifying new tools, but making existing ones work together more effectively.

What will drive the next phase of change? For construction managers, the future of technology will feel familiar—but more connected, more data-driven, and more embedded in daily workflows.

Firms should prioritize strengthening core systems such as BIM and PMIS, investing in data integration, and evaluating emerging tools based on how well they improve existing processes.

The next phase of digital transformation will not be defined solely by disruption. It will be defined by how effectively firms turn established tools into more cohesive, intelligent, and reliable systems for delivering projects.

START HERE

- **For CMs:** Strengthen existing systems by improving data flow between tools, and prioritize new technologies that enhance current workflows.
- **For Owners:** Support investments that improve integration and data quality, and prioritize tools that fit existing delivery processes over disruptive changes.

What This Data Means for CM Firms

The survey findings point to three practical priorities for construction management organizations.

- Make existing systems work together before adding new tools
- Establish clear guardrails for AI use at the project level
- Link technology investments to measurable project outcomes

Conclusion

Overall, respondents suggest that construction managers are moving beyond experimentation and toward more deliberate integration of technology into everyday practice. Digital transformation will be defined less by the tools firms adopt and more by how well they use them.

Brian Tracy, PE, CCM, whose perspective is featured elsewhere in this report, underscored the importance of pairing innovation with disciplined adoption:

> "The AEC industry is accelerating technology adoption to bridge the labor shortage, make jobsites safer, and improve quality and profitability. While the number of options continues to increase, firms should not feel rushed into adoption without a strong business case. By first examining their people and processes, organizations can be better prepared to evaluate which tools may bring value to improve their work."

CMAA will continue to support this evolution by defining best practices, helping firms navigate risk, and connecting technology adoption to measurable project outcomes.

To stay current on construction management trends and CMAA initiatives, visit cmaanet.org.

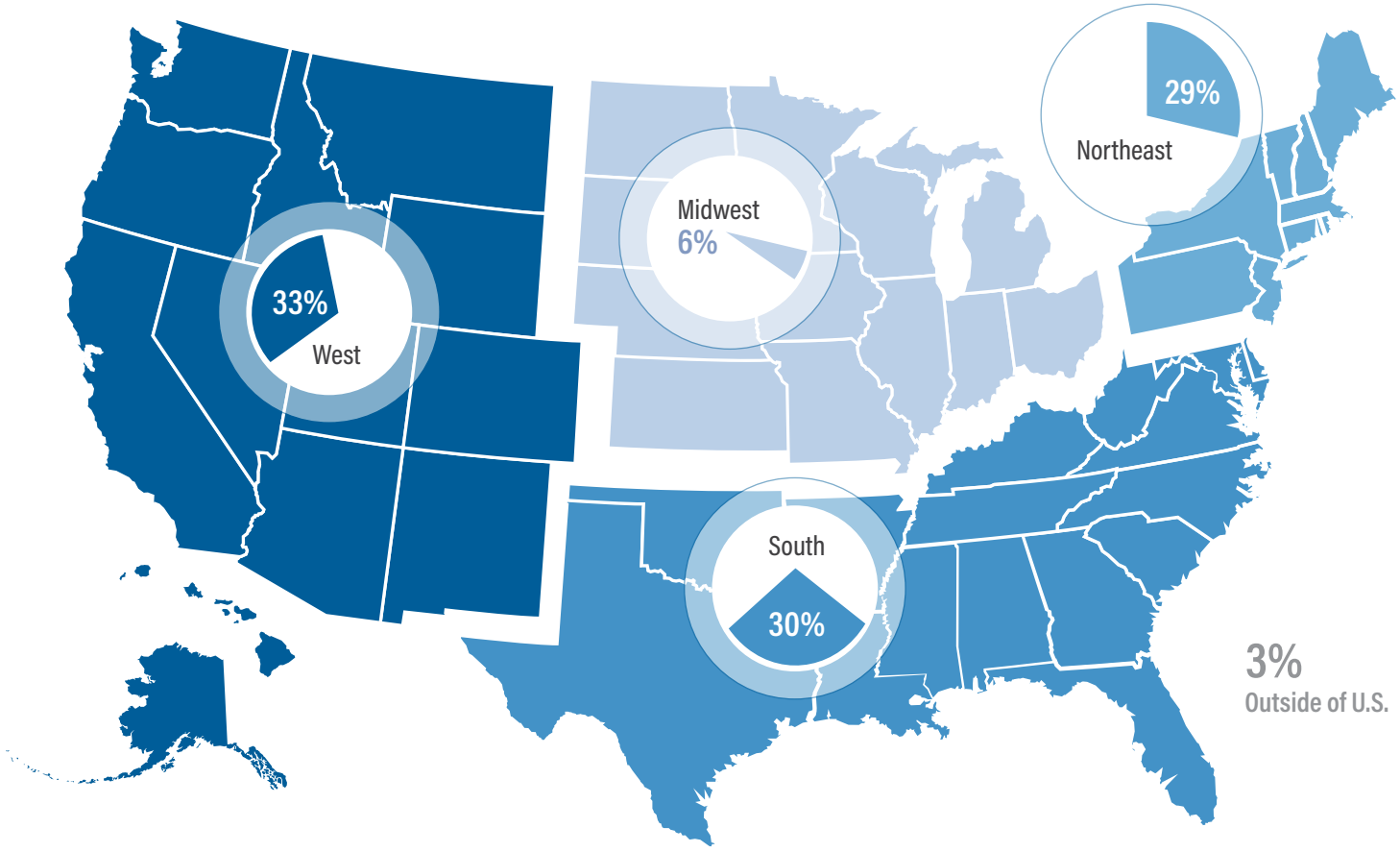
Respondent Profile

As with any study, it can be helpful to understand respondents' backgrounds and professional experience. As part of the survey, CMAA and Readex asked participants a series of questions about their organizations.

The data that follows provides a current snapshot of the construction management industry and offers a useful benchmark for comparing your organization's practices to broader technology and AI trends included in this report.

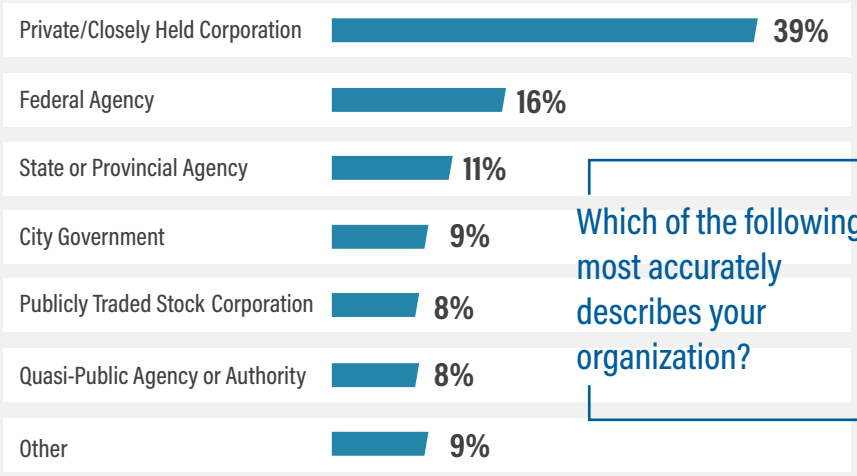
Location

Most of this survey's respondents maintain their primary headquarters in the Northeast, South, and West, with fewer responses from the Midwest and from outside the United States.



Organization Type

This survey received responses from a wide range of organizational types. No single organization type accounted for more than half of the survey responses, offering a glimpse of technology use across a broader range of businesses and agencies.



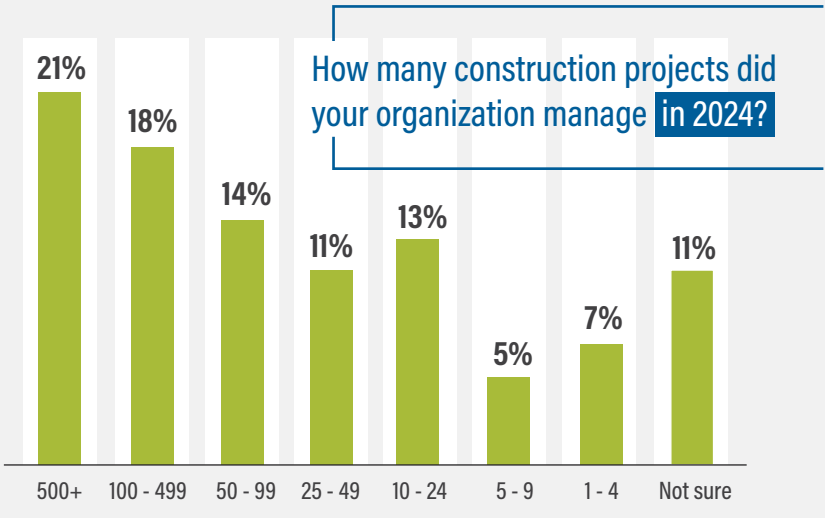
Sector

Construction managers surveyed came from diverse backgrounds, with most representing firms that work in education, civil works, and the federal sector.



Projects Managed

The survey received responses from both large and small construction management firms. According to the results, nearly two-fifths of responses came from firms with more than 100 projects per year, while one-quarter came from firms with fewer than 24 projects per year.





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